

MANAGING BY NETWORK

. . . A New Model for the Public Sector. . .



CHANGING WITH THE TIMES

A fundamental transformation is happening in the way public services are being delivered, and in the way local and national governments fulfill their policy goals.

The top-down bureaucratic management style is being transformed into governing by network.

DEFINITION OF NETWORK MANAGEMENT

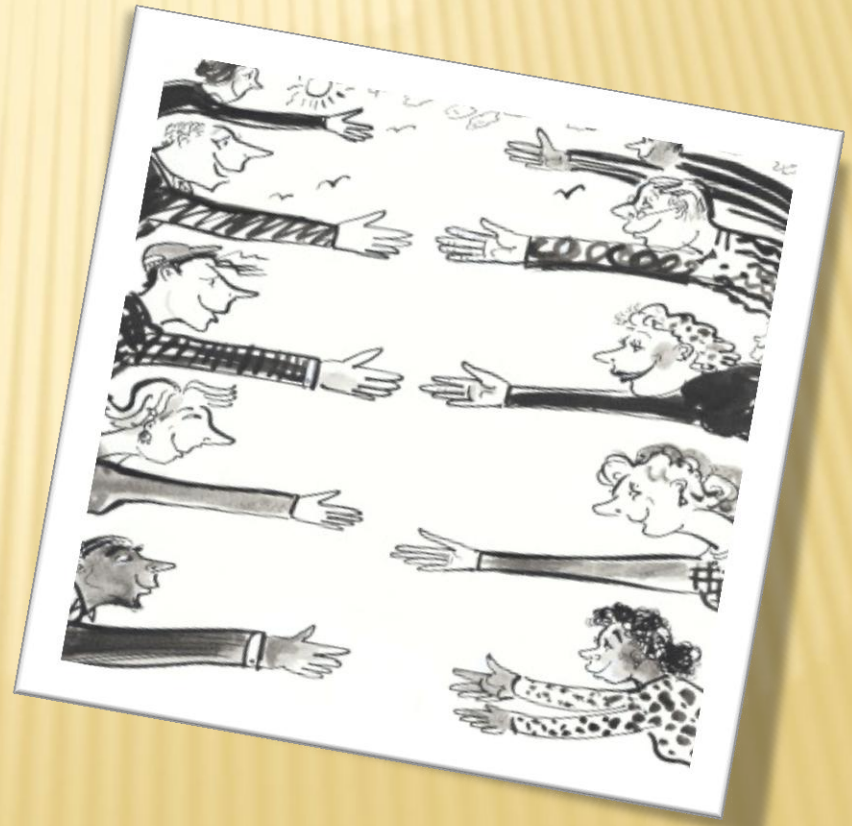
Creating and managing an array of public, private and nonprofit partnerships, supported by information technologies, with a goal of increasing the quality and range of choices for services formerly provided or determined solely by the government.

CONFLUENCE OF TRENDS

- Growth of third-party government
- Joined-up government
- Digital revolution
- Consumer / public demand

NEW ROLES FOR AGENCIES AND PARTNERS

Government is relying less on public employees in traditional roles, and more on a complex interlocked network of partnerships, contracts, volunteers and alliances to accomplish mission-critical work.



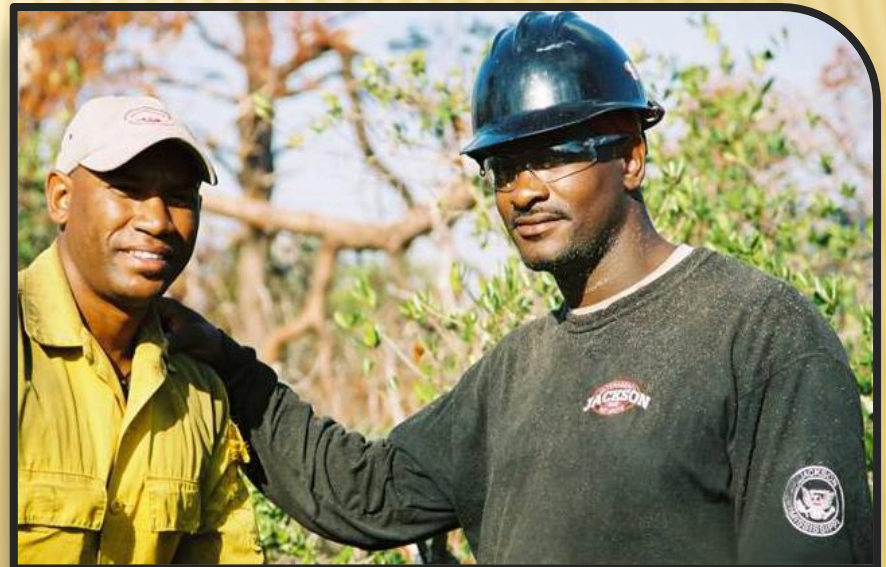
PARTNERSHIP

Refers to a voluntary and mutually beneficial collaborative relationship between the Department of Interior and one or more partners, built on the contributions of each partner and formed to achieve or assist in moving toward a common goal.

A partnership may involve one partner utilizing another's unique abilities, or it may be sharing a resource (money, time, knowledge, equipment, etc), to accomplish short- or long-term objectives agreed upon by all participating partners.

BENEFITS OF NETWORKING

- Increases capacity to meet management responsibilities
- Supports accountability and transparency
- Accomplishes mission-related tasks
- Fosters entrepreneurship and trust
- Supports innovative solutions



TESTED AND EVALUATED



Governing by Network serves as the National Park Service protocol for managing the Golden Gate National Recreational Area

ADOPTED BY FIELD MANAGERS

Through the Managing by Network Course more than 90 managers, specialists and front line supervisors representing BLM, NPS, and USDA FS have adopted MbN practices to support partnerships and community collaboration. Their leadership can be seen at:

- ✕ California Coastal National Monument
- ✕ Cascade Siskiyou National Monument
- ✕ Clara Barton National Historic Site
- ✕ Craters of the Moon National Monument and Preserve
- ✕ Deschutes Resource Area
- ✕ Fort Stanton National Conservation Area
- ✕ Glen Echo Park
- ✕ Grand Staircase-Escalante National Monument
- ✕ Gunnison Gorge National Conservation Area
- ✕ Headwaters Forest Reserve
- ✕ Ironwood Forest National Monument
- ✕ Sequoia National Forest
- ✕ Great Falls Park
- ✕ Grey Towers National Historic Site
- ✕ Keweenaw National Historical Park
- ✕ Jupiter Inlet Lighthouse Outstanding Natural Area
- ✕ King Range National Conservation Area
- ✕ Las Cienegas National Conservation Area
- ✕ McInnis Canyon National Conservation Area
- ✕ National Historic Oregon Trail Interpretive Center
- ✕ Santa Rosa & San Jacinto Mountains National Monument
- ✕ Sloan Canyon National Recreation Area
- ✕ West Eugene Wetlands Eugene Siuslaw Resource Area, BLM
- ✕ Yaquina Head Outstanding Natural Area

DISTRICT, STATE AND WO MANAGERS

- ✖ Outdoor Recreation Planning, Partnerships/ RTCA Office, National Capital Region, NPS
- ✖ Outdoor Recreation Planning, California State Ethics Coordinator, Leave No Trace, California Desert District Office, BLM
- ✖ Outdoor Recreation Planning, Carson City District, BLM
- ✖ Outdoor Recreation Planning, Burns District, BLM
- ✖ Outdoor Recreation Planning, Andrews/Steens Resource Area, BLM Outdoor Recreation Planning, Shoshone Field Office, BLM
- ✖ Outdoor Recreation Planning, Program Lead, Ely District Office, BLM
- ✖ Stewardship Contracting Coordinator, USDA FS, WO
- ✖ USDA FS Partnership Liaison: Pacific Southwest
- ✖ Manager, Partnerships and New Initiatives, Natural Resource Program Center, NPS
- ✖ Archaeologist and BLM Tribal Liaison, Arcata Field Office, CA, BLM
- ✖ NLCS Lead, Nevada State Office, BLM
- ✖ Partnership Program, OR/WA State Office, BLM
- ✖ NLCS National Monuments and Conservation Areas Program, BLM
- ✖ NLCS Science, Research and Monitoring Program, BLM
- ✖ NLCS Wild and Scenic Rivers Program, BLM
- ✖ Program & Management Analyst, Evaluations and Management Services, BLM
- ✖ USFS National Partnership Office
- ✖ Urban Connections Program Manager, R-9, USDA FS
- ✖ State Lead for Soil, Water, Air & Riparian Programs, BLM
- ✖ Great Plains FHP Coordinator, USFWS
- ✖ Partnership Project Officer, USFWS
- ✖ Volunteer and Service Program Coordinator, R-6 USDA FS

MANAGEMENT SKILLS REQUIRED

- big picture thinking
- negotiation
- risk analysis
- contract management
- tackle unconventional problems
- strategic thinking
- interpersonal communications
- project and business management
- team building

MANAGING BY NETWORK COURSE

How do we learn this new skill set?

Participants will gain insight into *Managing by Network* concepts and skills through peer-learning, case studies, interactive exercises and facilitated discussions of the best management practices.

Where do we meet?

Participants join their colleagues and our instructor and management coach, Liz Madison via WebEx conferencing. Through coaching and peer learning, participants will apply the best management practices of *Managing by Network* to their current responsibilities.

When do we meet?

The next course starts on January 10, 11, 12 in 2012. Course participants select from one of two scheduled WebEx conference call sessions on either Tuesday, Wednesday or Thursday. From January 10 to August 23, participants will meet twice a month for 2 hours in small groups via WebEx. In September and October we meet once a month for 2 hours.

WHAT SKILLS ARE THE FOCUS OF THIS COURSE?

The best management practices (BMP) of *Managing by Network* are based on applying the following management skills and professional competencies

- ✗ Accountability
- ✗ Community Collaboration
- ✗ Collaborative leadership
- ✗ Conflict Management
- ✗ Consensus Building
- ✗ Entrepreneurship
- ✗ External awareness
- ✗ Facilitation
- ✗ Financial management
- ✗ Influencing/Negotiation
- ✗ Leveraging partnerships
- ✗ Partnering
- ✗ Partner cultural awareness
- ✗ Partnership management
- ✗ Planning and evaluation
- ✗ Political savvy
- ✗ Strategic thinking
- ✗ Teamwork
- ✗ Teambuilding
- ✗ Vision
- ✗ Organizational development
- ✗ Developing and managing agency agreements for partnerships
- ✗ Managing donation and fundraising activities in partnerships

COURSE CONTACT INFORMATION

For more information about this course:

Diane Nelson, Training Coordinator, BLM National Training Center

dcnelson@blm.gov or 602-906-5548

Liz Madison, President, Liz Madison Consulting,

lmadisonconsult@aol.com or 703-450-7870

“The Managing by Network course enhanced my ability to develop and manage partnerships by providing me with a number of useful tools, systems, and operational frameworks to maximize accomplishments. The opportunity to work with a skilled mentor, and learn by observing the processes of my colleagues offered information that I would not have found elsewhere. Also I am usually too busy to go looking for help.”

~ Course Participant
November, 2010